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ABSTRACT

The cost and funding studies project of the proposed Western Interstate Bibliographic Network began activities in July 1975. To support the development and implementation of western interstate bibliographic network capabilities, the project concentrated on the collection of cost data in western libraries, the impact of network services on libraries, and identification of economic issues confronting network development. Major achievements included: (1) analysis of data from 100 libraries; (2) development of a handbook on network cost considerations; (3) investigation of economic issues in the networking of library technical support services; and (4) development of cost analysis instruments for technical services and interlibrary loan. In addition to considering survey research and methodology issues, cost analysis and sampling techniques, the project established a basis for empirical economic study. The appendices include a bibliography, lists of publications and participating libraries, and newsletters. (Author/KP)

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FINAL REPORT

Project No. 475AH50102
Grant No. G 00 7500741

# COST AND FUNDING STUDIES OF THE PROPOSED WESTERN INTERSTATE BIBLIOGRAPHIC NETWORK

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For the Period

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## I. INTRODUCTION

This is the fourth quarterly and final report of the cost and funding studies supportive of the related investigations (supported by Council On Library Resources Grant 614) into the development and implementation of western interstate bibliographic network capabilities presently being conducted by the Western Interstate Library Coordinating Organization at WICHE (the Western Interstate Commission for Higher Education). The work has been conducted under Grant No. G 00 7500741 from the U. S. Office of Education (USOE).

The goals of the project, as stated in the proposal and as interpreted by the project staff, are summarized as follows:

A. To determine representative costs of library services without network support: Examination of costs in technical processing and interlibrary loan (ILL) as collected in 100 libraries (state, academic, and public) was used to develop cost estimates of current services for planning purposes. In addition, twelve case studies were conducted in order to yield detailed cost information on processing and ILL activities.

B. To assist in the estimation of the costs of network services: This aspect of the study is intimately connected with the Council of Library Resources project concerned with Western interstate bibliographic network development. A major task in this goal is the examination of the impact upon costs of network service alternatives.

C. To examine economic issues of nation-wide bibliographic network possibilities: Based upon the current networking environment and the eventual character of the still evolving national library network, this study provides decision-makers in the library community with a thorough discussion of the economic issues and alternatives for the network service markets.

Since these studies were conducted concurrently with the network design and development study funded by the Council on Library Resources (CLR), much of the endeavor has been common to both projects. For this reason, the reader is urged to refer to the reports of the CLR project for additional information.

Previous reports of the cost and funding studies summarized progress of the project throughout the year.

During the course of the study, the WICHE library program changed its name from the Continuing Education and Library Resources Program to the Western Interstate Library Coordinating Organization (WILCO). WILCO functions as a forum for library leaders in the West to catalyze and coordinate multi-state programs in continuing education, resource sharing, networking, and library and information science research. The reader's attention is called to the document Library Networking in the West: The Next Three Years, a major product of the CLR project defining resource sharing goals for the West. As WILCO moves to an implementation strategy for the goals established in this document, the outcomes of the cost and funding studies discussed in this report will provide vital empirical data and a checklist of economic issues for state and network planners.

## II. PROJECT MANAGEMENT AND STAFFING

Ms. Eleanor Montague is director of the WICHE Western Interstate Library Coordinating Organization, and project director for this grant and its sister project on network development funded by CLR. She devoted 10% of her time, during the quarter, to this project, primarily in project review, planning and administration. Ms. Maryann Kevin Brown, the cost and funding analyst for this project, spent 100% of her time on project tasks, including analysis and completion of the project. Ms. Anita McHugh, staff assistant for these studies, devoted .5 FTE to programming, quality control, follow-up for the survey questionnaire, and supervising the keypunching of the survey data. Due to the demands of the project during the final quarters of this project, Ms. McHugh began devoting .75 FTE to these studies, effective April 16, 1976. Secretarial support for the project was provided by Ms. Mary Haenselman, who devoted 10% of her time. Mr. Scott Gassler joined the project staff for one quarter as a WICHE intern (through the Resources Development Intership Program at WICHE). Mr. Gassler, with background in both economics and library science, authored Economic Issues in Networking of Library Technical Support Services.

## III. PROJECT ACTIVITIES AND MAJOR FINDINGS

A major impetus for this project was the inadequacy of existing empirical information for network planning and development in the West. At the commencement of the project, data available on western libraries (particularly in functions to be impacted by network service support, such as acquisitions and cataloging) were sparse and inconsistent. On the demand side, the library community was unaware of what impact network

services might produce in the western seventeen states. On the supply side, the computer networks (here called utilities and including Ohio College Library Center, BALLOTS, Washington Library Network) and the service centers (e.g., Pacific Northwest Bibliographic Center, Bibliographical Center for Research, California State Library Union Catalog) were handicapped in estimating the potential market and levels of support necessary in the western states.

To shed light on the environment for networking in the West, several studies were undertaken as a part of this project. A survey of western libraries was conducted, along with case study investigations at twelve sites. A survey was made of the costs and statistics available at three western service centers (Pacific Northwest Bibliographic Center, (Seattle), California State Library Union Catalog (Sacramento), and the Bibliographical Center for Research (Denver)). The project also directed research into the economic issues confronting network development, thereby laying the groundwork for future empirical investigation.

A. Major Products

A set of eight products were defined for the successful implementation of the specified project goals. These are:

1. A bibliography of existing cost data and methodology.

2. The sample design and procedures employed in the sampling for the Survey of Costs in Technical Processing and Interlibrary Loan.

3. The ten data collection instruments for the Survey of Costs in Technical Processing and Interlibrary Loan.

4. Programs and documentation of the costing analysis used for the Survey of Costs in Technical Processing and Interlibrary Loan.

5. Summary of present costs in technical processing and interlibrary loan for the seventeen Western states and British Columbia (including data from the service centers).

6. Survey tables of present costs in technical processing and interlibrary loan as represented by the seventy-six reporting libraries.

7. Handbook for examining costs and other considerations in assessing alternatives for network services.

8. Research paper on the economic issues in the networking of library technical support services.

With the exception of the bibliography (Product #1), which is included in this fourth and final quarterly report (Appendix A) and the sampling methodology (Product #2), each product is separately available through WILCO. See Appendix B for a list of publication titles and order numbers.

B. Bibliography of Existing Cost Data and Methodology

In order to benefit from previous research into costs in technical processing and interlibrary loan, an extensive literature search and compilation of existing data which would be of value to this project was performed. The bibliography compiled from this search is included as Appendix A. Of special note to this project was research done by Mr. John Wolthausen of the Association of Bay Area Governments (Berkely, California) on library automation, and an informal study of interlibrary loan costs conducted at the California State Library. These two research endeavors plus other studies identified around the country, provided input to the development of data collection instruments employed both in the survey and case studies of cost in technical processing and interlibrary loan. Much of the information from other cost studies and survey literature presents good comparison to the data gathered in this survey. More apt comparison at the task level can be made between costs collected in such studies as the California State College and University Study of Costs in Technical Services and in individual institution studies, such as that conducted at the University of Colorado on Interlibrary Loan.

C. Sample Design and Procedures

During the course of this project, several alternative sample designs were considered for possible use in the survey of costs in technical processing and interlibrary loan. The reader is directed to the second quarterly report for this project for a full discussion of alternatives and the rationale for the final sample design selection.

The sample design used in the two stages of data collection for survey and case study investigation was developed by Mr. Vernon E. Palmour of the Public Research Institute, Center for Naval Analysis. The stratified random sample is weighted towards larger libraries, of which costs, interlibrary loan and processing volume account for the highest percentage of the total library community in the West. The types of libraries included in the universe were:

> ACADEMIC LIBRARIES: A library which services a four-year university or college or a two-year junior college or community college which meets the criteria for listing in the Higher Education Directory 1974-1975. Excluded were institutions which are for profit, trade schools, exclusively graduate education, or highly specialized institutions such as seminaries, industrial schools, etc.

PUBLIC LIBRARIES: A library that serves free all residents of a community, district, or region, and receives its financial support in whole or in part, from public funds.

STATE LIBRARIES: A library maintained by state funds for the use of state officials, and sometimes for the use of all citizens of the state.

The inclusion of special libraries in the universe was also considered. Indeed, the special library sector represents a valuable resource in the western states, and must be considered in network planning. However, due to the varying purposes, processes and services of the special library, unique examination beyond the scope of this study is required. School libraries were also considered as potential candidates for the survey. Many difficulties exist in such an examination due to the size of the universe and the diversity of library operations. Thus, investigation would have required expansion of the sample and survey approach beyond the limits of this study.

A final exclusion made to the sample universe was based on size. Due to the great many public libraries in the western states and British Columbia (an estimated 1966 libraries at the beginning of this study), it was concluded that a lower limit should be established for inclusion in the sample. This measure would increase the confidence interval of the cost data collected from the public library strata. Since the most straight forward rule for such a limit is in volume holdings, this criterion was employed. In establishing such a limit, it was concluded that in no state should more than 50% of the public libraries be excluded from the universe. Using this method, a lower limit was set at 3000 volume holdings. By excluding all those libraries with less than 3000 volumes, the universe of public libraries was reduced to approximately 1483 libraries.

Within the academic and public library populations, strata were partitioned according to size, and in the case of public libraries according to function. The strata defined for the survey are:

Large Academic Library: Institutions meeting the criteria for academic libraries, and whose holdings exceed 920,000.

Other Academic Library: Institutions meeting the criteria for academic libraries and whose holdings do not exceed 920,000.

Large Public Library: A public library, according to the definition above and whose holdings exceed 860,000 volumes.

Other Regional Library: A public library whose holdings do not exceed 860,000 volumes, and which serves, or houses a center which serves a group of communities within two or more counties, and is supported in whole or in part by public funds from the governmental units served, or state funds for operations of the services to other communities.

Other Public Library: A public library which does not fall under the definitions of large public library or other regional library, and whose holdings exceed 3000 volumes.

Data in making the sample selections for the Large Academic and Large Public strata according to sample design specifications were provided by the Library Surveys Branch, National Center for Education Statistics, U.S. Division of Education. In addition, these statistics were verified through the American Library Directory 1974-75 and state planning data submitted to this project by several of the western states. Additional data in support of selections for the Large Academic stratum were obtained from the Association of Research Libraries, ARL Statistics, 1974-75, wherever possible. In instances of discrepancy among these sources which might affect selection, the libraries in question were queried directly. The universe for the Other Academic Library stratum, was created from the National Center for Educational Statistics, Higher Education Directory 1974-75. Certain exclusions were made to these listings as noted earlier. Listings for the Other Regional Library stratum were provided by the planning data submitted by the states and verified in the American Library Directory. Where planning data were unavailable or contradictory, the state library was contacted for this information. The variances of definition of a regional library between states were overcome by rigorous definition of this type of library: a public library servicing a group of communities in two or several counties, or a group of independent libraries in two or more counties. Listings for the Other Public Library stratum were drawn from a combination of the American Library Directory and published state statistics. Differences between these scurces were resolved by either the state library agency or by the subject library. This listing was the most difficult to compile due to the magnitude of the universe and the obstacles in comprehensivness and accuracy.

The original sample design allocated the 100 selections across strata in the following manner:

| | Strata | Size of Universe | Size of Sample |
|---|---|---|---|
| ACADEMIC | | | |
| | Large | 20 | 20 |
| | Other | 478 | 21 |
| PUBLIC | | | |
| | Large | 10 | 10 |
| | Other Regional | 66 | 10 |
| | Other Public | 1298 | 22 |
| STATE | | 17 | 17 |

Invitations were issued to the original sample of 100 on March 1, 1976. Changes to the sample size in each stratum were required when a full complement of participants could not be obtained within the large academic and state library strata (i.e., the entire universe was included in the sample and thus there were no replacements available). Six libraries within these strata (four large academic libraries and two state libraries) were unable to participate. The six positions were, then, reallocated across other strata. These were evenly divided between academic and public libraries to maintain the balance of the original sample. This strategy was unnecessary for the large public strata, where the sample selection included replacements. (Fourteen libraries were invited to participate.) However, the affirmative response rate was higher than expected, increasing the number of libraries in the Large Public stratum to eleven. Adjustments to the sample, due to additional changes during the invitation process, altered the sample to the following:

| Strata | Sample Size | Proportion to Universe |
|---|---|---|
| ACADEMIC | | |
| Large | 16 | .8 |
| Other | 26 | .05 |
| PUBLIC | | |
| Large | 11 | .79 |
| Other Regional | 10 | .15 |
| Other Public | 22 | .02 |
| STATE | 15 | .88 |

Appendix C details the final constitution of the sample across the seventeen states and British Columbia. A complete list of the participating libraries appears in Appendix D.

D. Case Study Selection

Of the 100 libraries chosen through the sampling process, twelve libraries were asked to participate as case studies. The purposes of the case studies were to gather detailed unit cost in technical services and interlibrary loan. Selection of the twelve case studies was made on the basis of:

- stratum within the sample,
- geographical location,
- extent of manual operations, and
- willingness to participate as a case study.

The allocation of case studies across the strata of the sample was as follows:

| | |
|---|---|
| Large Academic Libraries: | 2 case studies |
| Other Academic Libraries: | 3 case studies |
| Large Public Libraries: | 1 case study |
| Other Regional Libraries: | 2 case studies |
| Other Public Libraries: | 2 case studies |
| State Libraries: | 2 case studies |

One library in each of twelve states was selected for participation a case study. Of the original twelve libraries invited, 10 libraries agreed to act as case studies. Two successive iterations were necessary before securing a full complement of twelve libraries.

E. Compilation of Cost Data

Data derived from the survey of costs and the case studies have been compiled, by stratum, in Survey of Costs in Technical Processing and Interlibrary Loan -- Survey Tables and Case Studies Results. Included in the compilation is a description of each output table and guidelines on how to use the data. In addition, each case study library received its own data, separately compiled.

Output tables for the survey data consist of:

Table I: Holdings Distribution: Title and volume counts according to type of publication (bookstock, bound periodicals, microform, printed government documents and audio/visual materials) are examined. Also included is the volume to title ratio observed for bookstock and bound periodicals.

Table II: Staffing Distribution: The number of employees, and salaries by type of employee (professional Librarian, other professional, library assistant, clerk, student/page, other paid employee, staff paid by outside sources and volunteers) are displayed. Fringe benefit rates are also displayed.

Table III: Processing and Reference Support: An in-depth examination of library activities supported, or products purchased from outside suppliers for the purposes of more efficient use of resources, cost-effectiveness or support, including the cost

and volume processed or purchased annually. Support services include pre-processing, automated cataloging systems, printed card sets and automated buying.

Table IV: Unique Computer Support: A table of self-contained support systems developed exclusively for the library by contract and used exclusively by the library or parent institution, or an automated system developed for the library in-house by library staff or staff from the parent organization, are analyzed by function, developmental and annual maintenance costs. These systems often support several functions; however, in presentation only the first function supported is indicated.

Table V: Equipment and Communications Costs: The annual costs for copying, TELEX, TWX, Datatel, other teletype communications, facsimile transmission, dataphone, remote access terminals, lines to a computer center and telephone are displayed.

Table VI: Budget and Expenditure Patterns: A summary of the current year budget, and the related increases (or decreases) over last year's expenditures are included. Budget categories include capital expenditures, materials budgets, and operating budgets.

Table VI-A: Budget and Expenditure Patterns: Departmental Allocations: Four separate tables indicating the percent of budget allocated to adminstration, acquisitions, cataloging, serials, interlibrary loan and materials finishing by budget category.

Table VII-A: Regional Library Summary--Services Provided by Regional Libraries: A table indicating the number of libraries providing regional support to other libraries in the region by type of support service.

Table VII-B: Regional Library Summary--Types of Libraries Supported: The types of libraries (public, academic, school, special) in the region supported by participants, and the number of libraries supported.

Table VII-C: Regional Library Summary--Regional Interlibrary Loan: A synopsis of interlibrary loan handled through regional centers, including volume, fill rate, percentage filled within the library, from another library in the region, forwarded to the state library, another library outside the region, bibliographic center, or returned to the requestor with location information or unfilled.

Table VII-D: Regional Library Summary: Regional Catalog Maintenance: An overview of the type of union catalog or list maintained by regional center participants, including types of materials, titles held and added annually, locations and average locations per title, and the age of the catalog.

Table VII-E: Regional Library Summary--Reimbursement: A table indicating the amount, type and source of reimbursement (if any) received by regional libraries.

Table VIII-A: Acquisitions Department--Budget Profile: Two tables indicating acquisitions operating budgets and related cost per volume throughput examined by budget category. Increase over last year's expenditures are also examined.

Table VIII-B: Acquisitions Department--Staffing and Salary Expenditures: A two-page summary of staffing patterns within acquisitions, including salary expenditures and average salaries by type of employee.

Table VIII-C: Acquisitions Department--Ordering Patterns: Types of materials are examined, along with types of ordering performed (standing order, approval plans, order requests, gift exchange). Additionally, the year of imprint of materials expected to be ordered during the current year, percent of acquisitions for serial backfile supplement and monograph retrospective collection development are examined.

Table IX-A: Cataloging Department--Budget Profile: A two-page summary of the budget for the current year, and resulting cost per throughput within the cataloging department by budget category, along with increases by budget category.

Table IX-B: Cataloging Department--Staffing and Salary Expenditures: A summary of staffing patterns within cataloging department, title throughput per cataloging FTE, and related cataloging salary costs per throughput.

Table IX-C: Cataloging Department--Cataloging Patterns: An overview of the types of materials cataloged annually, the cataloging source used, lag times, backlog, and cards per record entry. Proof slip subscriptions are also examined.

Table X-A: Interlibrary Loan Department--Budget Profile: Two tables indicating departmental budget, and increases (or decreases) over previous year budgets, along with expenditures per request throughput (both borrowing and lending).

Table X-B: Interlibrary Loan Department--Staffing and Salary Expenditures: A two-page summary of staffing patterns within interlibrary loan, including salary expenditures, average salaries by type of employee, volume and average salary cost per request (both borrowing and lending).

Table X-C: Interlibrary Loan Department--Volume of Borrowing Requests: A summary of ILL borrowing requests, including fill rate, percent filled locally (a designation made by the participant to indicate geographical proximity for which interlibrary loan turnaround was lowest) and percent filled within the state of the participant.

Table X-D: Interlibrary Loan--Number of Institutions Typically Queried: A synopsis of the number of libraries typically queried by respondents prior to a completed (filled or discontinued) request, indicating the mean and mode.

Table X-E: Interlibrary Loan Department--Time Required to Fill a Request: A summary of the typical lag time of requests to completion through a bibliographic center, a local library, elsewhere in state, in adjoining states and elsewhere in the country.

Table X-F: Interlibrary Loan Department--Verification Policies: A summary of the libraries reporting verification of borrowing and lending requests.

Table X-G: Interlibrary Loan Department--Frequency of Borrowers Table: A summary by type of library of the ten most frequent borrowers of materials from respondents, and observed ranks of these types of libraries.

Table X-H: Interlibrary Loan Department--Frequency of Lenders Table: A summary by type of library of the ten most frequent lenders of materials to respondents and the observed ranks of these types of libraries.

Table X-I: Interlibrary Loan Department--Location of Borrowers Table: A summary by location (local, elsewhere in state, adjoining states, other western states, elsewhere) of the ten most frequent borrowers of materials cited by respondents, and the observed ranks of these locations.

Table X-J: Interlibrary Loan Department--Location of Lenders Table: A summary by location (local, elsewhere in state, adjoining states, other western states, and elsewhere) of the ten most frequent lenders of materials to participants cited by respondents, and the observed ranks of these locations.

Table X-K: Interlibrary Loan Department--Characteristics of Filled Borrowing Requests: A two-page report of volume of requests filled from the participating library collection by type of materials, and percentage loaned in original or duplicate form.

Table X-L: Interlibrary Loan Department--Characteristics of Filled Lending Requests: A two-page summary of requests lent to the participating library by type of materials, form of loan and volume of filled requests.

Table XI-A: Administration Department Budget Profile: Two tables indicating departmental operating budget for administration, and increases (or decreases) over previous year's expenditures, along with a summary of last year's expenditures in administration.

Table XI-B: Administration Department--Staffing and Salary Expenditures: Two tables summarizing staffing patterns within library administration by type of employee, and indicating salary expenditures, and salary expenditures per total library staff.

For each area (acquisitions, cataloging, interlibrary loan and serials) examined in the case studies, output tables consist of:

Table I: Time Profile: A table indicating the number of minutes spent on each task by category of employee, the total time spent in the task by type of employee, and the percent of the total employee-type time spent in this task.

Table II: Task Time Profile: A table indicating the total task time spent by all categories of employees, the percentage of that total task time by category of employee, the volume reported (if applicable) and the resulting unit time.

Table III: Cost Profile: A table indicating the direct salary (salaries plus fringe benefits) costs by task and employee group, the total direct salary cost, the administrative task cost (which represents the administration department budget disbursed over the total library full-time equivalencies reported), the volume reported, and the resulting direct labor unit cost, administrative overhead unit cost and the total labor cost (direct labor plus administrative overhead).

Table IV: Profile of Total Task Cost: A table indicating the direct labor task cost, the administative department overhead, the unassigned, administrative, or supervisory cost overhead, as observed during data collection, and the resulting total labor costs (including prorated cost of nonprocessing related costs and administration), and a percentage of total costs created by the supervisory or unassignable overhead and by staff category.

F. Data Collection Instruments, Design and Use

For the purposes of data collection in the one hundred sample libraries, a survey instrument was designed to focus on costs in technical processing (acquisitions, cataloging, serials, and materials finishing) and interlibrary loan. The purpose of the survey instrument was to focus on those cost areas which would ultimately be affected by network service support. The instrument was also designed to incorporate data elements that would yield information on patterns of cooperation, regional resources, and the impact of present levels of network development. The survey instrument was divided into three parts:

General

I. Structure: An examination of the general structure of the library, including the number of branches and bookmobiles maintained by the library and the library cooperatives to which the participating library may belong.

II. Holdings: Volumes and titles represented in the library's holdings growth of collection, types of materials held, and participation in a union catalog or list are the focus of this section.

Costs

III. Staff: The subject of this section is staffing patterns and total salary expenditures by the library in technical processing and interlibrary loan, as well as administration.

IV. Processing and Reference Support: An examination of the support services and products which the library uses to increase volumes processed.

V. Equipment, Communications, Related Supplies: The focus of this section is upon copying equipment and communication equipment, supply and communications costs.

VI. Current Year Budget: A breakdown of the library budget into categories of costs according to the departments which are subjects of this survey, including those costs examined in Sections III, IV, and V, is requested in this section.

Volume Data

VII. Regional Libraries, Regional Resource Centers, and Centralized Processing Agents: This section is directed to those libraries in the survey who provide services to other libraries. Specifically requested are the services provided and the reimbursement the library receives for these services.

VIII. Acquisitions: This section examines the characteristics of the current acquisitions of the library and the corresponding statistics.

IX. Cataloging: The subject of this section is the characteristics of cataloging throughput and the corresponding statistics.

X. Interlibrary Loan: This section pertains to interlibrary loan functions, both borrowing and lending, and the relevant data on interlibrary loan patterns.

In designing the questionnaire, utmost consideration was given to maintaining consistency with other library data collection endeavors. Thus, the questionnaires used by the Library General Information Survey (LIBGIS) and the Higher Education General Information Survey (HEGIS), as well as the data presently collected by the state agencies of the West, were scrutinized for possible utilization. Wherever possible, conformity to the data elements used by these agencies was preserved. Discrepancies occurred only where it was necessary to gather a different type of count for estimation of workload and concomitant staffing requirements. Keypunch services were purchased from the University of Colorado (CU), Boulder, through its computing center. Prior to their use, the data collection instruments were carefully scrutinized by the keypunch staff. By incorporating their suggestions, keypunching could be done directly from the forms avoiding the time consuming task of transcribing the data.

The instruments for the cost survey consist of:

For the cost survey of 100 libraries:

The survey of costs in technical processing and interlibrary loan (Form #2): A twenty-six page questionnaire asking for general cost information and processing patterns in acquisitions, cataloging and interlibrary loan.

Interlibrary loan abbreviated borrowing transaction form (Form #8A): A single-page tracking document to monitor lag time, type of request, queried institution and disposition of the request for a sample of transactions received by patrons for materials owned by another library.

Interlibrary loan abbreviated lending transaction form (Form #9A): A one-page tracking document to monitor lag time, type of request, requesting institution and disposition of request for a sample of transactions received from another library for material believed to be owned by the survey library.

For the twelve case studies:

In-depth cost questionnaire for technical processing and interlibrary loan (Form #3): A detailed questionnaire including the same questions appearing in Form #2, above, and also additional costing elements, such as facilities, equipment purchase, fringe benefit packages.

Acquisitions Activity Sheet (Form #4): A log sheet to be maintained by each staff member on a daily basis, which monitors the time spent on 29 specified activities and the volume throughput for each activity.

Cataloging Activity Sheet (Form #5): A log sheet to be maintained by each staff member involved in cataloging activities on a daily basis. Fifteen specific activities and the volume throughput for each are monitored.

Serials Activity Sheet (Form #6): A log sheet to be maintained by each staff member involved in the processing of serials. Twelve specific activities and the volume throughput for each are monitored.

Interlibrary Loan Activity Sheet (Form #7): A log sheet to be maintained by each staff member involved in interlibrary loan routines. Twenty-five activities have been specified for tracking of time and volume throughput.

Interlibrary loan borrowing transaction form (Form #8): An expansion of Form #8A, above, requiring staff time spent on assistance to the patron, bibliographic verification, and locating a lending agency.

Interlibrary loan lending transaction form (Form #9): An expansion of Form #9A, above, requiring staff time spent on bibliographic verification and locating the requested material.

A site visit of each of the case studies was conducted by the Cost and Funding Analyst for this project. The purposes of these site visits were to inform staff of the objectives of the study, resolve any problems that might arise during data collection, and instruct staff in data collection procedures. The technique of the site visit served remarkably well in assuring the quality of the data collected and in diminishing the need for further clarification. Additional benefits of the site visits were accrued to this project. At each of the 12 case studies, the staff members of technical processing and interlibrary loan were able to suggest potential revisions to the instruments. Certain activities that were not included in the instruments were brought to the project's attention. For instance, in the Interlibrary Loan Activity Sheet (Form #7)the task of searching the library catalog was inadvertently omitted. Additionally, many of the library staff felt the categories were too large and should be broken into sub-tasks. There were compliments on the format and on the thoroughness of the activity lists within the instruments. The site visits, thus, provided the project with a clearer awareness of the strengths and weaknesses of the activity sheets and provided directions necessary for future revision.

From completed questionnaires, we have identified data elements which will require revision before the questionnaire is refielded. Primary difficulties occurred in holdings counts, the determination of FTE (full-time equivalencies), allocations of staff across functional areas (e.g., acquisitions, cataloging, etc.) and consideration of regional support given by state and regional libraries. In the instrument design,

one of the major concerns was to maintain an adequate balance between specificity and generality. Due to the varying characteristics and diverse procedures of each of the libraries participating in the survey, however, it was impossible to address each unique operational area. We did strive to address those particular issues that might affect cost and to maintain comparability from one participant in one survey to the next.

We were able to accommodate wider ranges of operational variances in the case studies because of the separate analysis of each library. The activities were selected for inclusion in the case study activity sheets because of their likelihood of being impacted by network services. Thus, the activities are not comprehensive, but are limited to the focus of the study. Within technical processing and interlibrary loan, the definitions of the activities do not necessarily provide a full scope of the sub-tasks involved in the activity. The activity sheets were designed to provide a platform upon which each library could base the data collection. The instruments were designed to be as flexible as possible in order to accommodate the local procedures of any library participating as a case study. For this reason adaptations to the instruments were made in the field in order to adequately reflect the activities of the individual library. In this manner, the instrument could be used to accurately portray the staff allocations to processing activities, without requiring staff member of the library to conform to the activities of the instrument. By allowing for this degree of freedom in the use of the activity sheets, we expect to diminish a skewing in the data collected.

The ten cost instruments and computer programs for analysis developed by this project will be made available by WILCO to libraries interested in performing cost analyses. In future use of the cost instruments, WILCO intends to revise and correct those difficulties which are soluble. Additionally, by tailoring the questionnaire for a particular stratum or a particular segment of the library universe, certain drawbacks which arose in survey use can be avoided.

### G. Programs and Documentation for the Survey of Costs in Technical Processing and Interlibrary Loan

The large number of data elements collected in the survey and case studies and the need for extensive analysis necessitated the development of several computer programs to store, manipulate, format, and output the data. These computer programs and procedures for their use are described in Costs In Technical Processing and Interlibrary Loan--Data Processing User's Manual. The User's Manual and the data reduction and summary programs it describes were developed for use with the set of ten survey instruments described in Section III, subsection F. The Manual details keypunching instructions, use of subprogram calls, output table formats, conversion of case study data to survey format, interlibrary loan survey processing, and available data set correction utilities. Code for the programs is also included. This instructive guide relates program structure (organization and deck lay-outs), input and output formats, and mathematical methodology employed. The Users Manual and the cost instruments are intended for general use. The Manual will be made available through WILCO.

Various computer facilities by which to manipulate these data were evaluated early in the project. Due to the magnitude of data to be processed for these studies, cost and time factors were of major consideration in this evaluation. Consequently, it was decided to utilize the United Airlines (UAL) twin IBM S/360 Model 195's, located at the UAL Denver Technical Center. This is an on-line reservation system for which computer time is sold on the back-up machine at competitive prices. Under the auspices of the National Center for Higher Education Management Systems (NCHEMS) at WICHE, an RJE (Remote Job Entry) facility, including CRT, printer and card reader, is located in the WICHE building.

The system of programs developed for this project is in FORTRAN IV and is designed specifically for the IBM RJE (remote job entry) environment and an IBM360/195. All input is in the standard 37 character set. The statistics package (STAT) which generates the weighted mean (average), high and low range observations, and weighted standard deviation from an array of maximum length of thirty elements has been thoroughly tested and its results verified. Except for the use of the "T" format in aligning output tables, the entire system is written in ANS standard FORTRAN IV. Output tables are based on the availability of 132 characters per line.

All programming for the project was done by Ms. Anita McHugh at WILCO. Originally, it was believed that packaged programs would be suitable for the needs of the study. However, due to the volume of data and specifications for output, the use of available programs proved impossible. WILCO plans to maintain the data for future reference and manipulation, as desired.

It is hoped that by making available the programs and instructing the reader in the use of the programs and instruments, the value of the instruments and the related programs will be enhanced as an analysis tool for the library community.

## H. Summary of Costs in Technical Processing and Interlibrary Loan

Detailed results of the survey of costs in technical processing and interlibrary loan, as presented in the Survey of Costs in Technical Processing and Interlibrary Loan--Survey Tables and Case Studies Results, represent a wealth of information concerning the characteristics of technical processing and interlibrary loan within western libraries. Although results are presented in stratified mode, variances indicate a widespread distribution of data even within categories of library (i.e., Large Academic, Other Academic, Large Public, and so on). These differences often preclude conclusion. Due to the length and detail of these tables, a separate publication summarizing the major elements of the survey results is presented in Survey of Costs in Technical Processing and Interlibrary Loan--Summary. Included in the Summary are findings from the survey of interlibrary loan traffic and information on the western service centers.

Examples of major findings from the survey include:

- Similar patterns of ordering (e.g., approval plan, standing order, etc.) and of cataloging (e.g., original cataloging, cataloging from LC data, NUC data, CIP, etc.) appear in similar-sized libraries, rather than similar types.

- On the average, acquisition costs (excluding materials) per throughput were higher among Academics than Publics; the same costs within cataloging were higher among Large libraries (Academic and Public), than in other strata.

- On the average, neither the level of automation (i.e., the percentage of the stratum reporting automation) nor the level of outside support purchases by the participants appear to affect the average costs per throughput across the stratum but may affect the staffing characteristics (lowering the percentage of professional librarian staffing required).

- Cataloging source (LC data, NUC, CIP, secondary source or original cataloging) would appear related to cataloging costs, as well as the availability of bibliographic tools and the level of proof slip subscription within the stratum.

- Large libraries (both Academic and Public) report the highest use of LC data, while Other Academics use LC data and secondary sources almost enqually (33% and 34%, reprectively); Regional libraries report equal use of CIP data and secondary sources (36%) each; and Other Publics report a high use of secondary source, CIP data, and original cataloging (38%, 31% and 27%, respectively).

- Both borrowing and lending within Large Academics is primarily periodical literature; all other strata report a majority of borrowing and lending of bookstock.

- Interlibrary loan borrowing fill rates were the highest among Large Academic libraries, at an average of 89%; at the other end of the spectrum, State libraries reported an average of 66.7% fill rate for borrowing requests.

- The average percentage of filled requests borrowed from in-state libraries ranged from 36.7% (in Regional libraries) to 91.3% (in Other Academics), with the remaining strata reporting in-state fill rates in the 65%-75% range.

- Estimated average lag times for borrowing requests (the time from the initiation of the request to reply) were higher in all strata for requests processed through a bibliographic center, than those requests sent directly to other in-state or adjoining-state locations.

- Both academic strata cited Other Academic libraries most often among the 10 most frequent borrowers, while all other strata noted Other Public libraries most often.

- Large Academic libraries were cited most frequently as one of the ten major lenders to Large Public libraries, as well as to Large Academics; Other Academic libraries were cited most frequently by both State libraries and Other Academics; Regional libraries were cited most frequently by Other Publics and visa-versa.

I. Evaluating Network Service Alternatives

The increased emphasis on networking, resource sharing, and greater cooperation in the West created the impetus for both this project and the CLR-funded project discussed earlier. In this environment, the need was apparent for a practical methodology by which to evaluate available services against present modes of library processing as an aid to the decision making process. Throughout the year, special attention has been given to the practicality and usefulness of each of the products developed as a part of this project. By elaborating upon the objectives which network services might meet, and by outlining the benefits and disadvantages of network participation, the Handbook for Decision Makers in Evaluating Network Services presents such a practical guide.

The handbook addresses the issues of costs, cooperation, quality, and advantages and disadvantages to the local setting. Cost considerations addressed include the substitution of network services for local activities, investment and communication costs, hidden costs of cooperation, and network membership. Cooperative issues discussed in the document include increased access to interlibrary loan lenders and locations, increased burden locally upon interlibrary loan, cataloging input requirements, and the potential areas of cooperation in collection development and interlibrary communication. Quality of the available network services are examined solely as the potential impact upon local effort in maintaining adequate quality control, and in standardizing products to conform to local expectations. Further consideration is given to the losses of local autonomy and the assets of group participation fostered by network services.

J. Economic Issues in the Networking of Library Technical Support Services

The research for the paper, Economic Issues in the Networking of Library Technical Support Services, was undertaken to meet Goal C, an examination of the economic issues of nationwide bibliographic network possibilities. The paper is a non technical description of selected major economic issues which will become increasingly important as a national bibliographic network develops. There can be thought to be two markets, of significance: the market for automated services, in which OCLC (Ohio College Library Center) and others supply services to regional library organizations such at NELINET (New England Library Network) and the market for brokerage services, in which these organizations supply services in turn to individual libraries.

One set of issues concerns the structure of each of these markets. There are several alternatives in which the markets may develop, depending upon economic and technological factors. Each of these alternatives--natural monopoly, "artificial" monopoly, and oligopoly--has a

variety of characteristics, both good and bad. The challenge for public policy will be to determine which alternative is most likely, and to prevent the detrimental qualities, while enhancing the benefits of such an outcome. The Library of Congress has a particular challenge, since its actions will effect both markets.

Another set of issues are presented by the prospect of cooperation per se. Among suppliers of services to libraries, there are dangers of a potential monopolistic cartel, or of regional monopolies, enhanced by cooperative endeavors. It is the responsibility of the library community, then, to prevent these outcomes, while encouraging cooperation.

Finally, pricing issues are of major concern. The twin goals of efficiency in the allocation of resources, and equity in the access to library resources, pose problems in library networking, and in areas of the economy. Pricing of data records, payment for research and development, "fine-tuning" of prices to reflect costs of each unit of service, and the varying roles of government layers in financing different aspects of library networking present a series of dilemma to the researcher.

There are many questions to be addressed by the library community as the national library network becomes a reality. In the economic sphere there are still many questions to be posed and addressed. Economic Issues in the Networking of Library Technical Support Services is a first step in the process.

K. Related Activities

On June 30 and July 1 of this quarter, the project evaluator, Mr. Ron Miller, and the consulting statistician for this project, Mr. Vernon E. Palmour, met with project staff to discuss the status and final products of these studies. Both Mr. Miller and Mr. Palmour were able to review the directions and outcomes in light of the changing western environment and forward guidance concerning findings.

Since the last quarterly report, the CLR-funded project undertook a series of activities, which are summarized below. For more information, the reader is urged to consult Final Report, Initiating the Design and Development of a Western Interstate Bibliographic Network, and, The Founding of the Western Interstate Library Coordinating Organization: A Narrative Final Report of the Project "Initiating the Design and Development of a Western Interstate Bibliographic Network".

(1) Monthly meetings were held with the CLR Project Steering Committee Executive Board.

(2) A full Steering Committee Meeting was held at the Annual Meeting of the American Library Association (ALA) in Chicago, July 1976.

(3) The document Library Networking in the West: The Next Three Years was prepared and revised through four drafts. The fifth draft was offered for general distribution to the library community for comment.

(4) A meeting of utility and service center directors was hosted at ALA in Chicago. Representatives of NELINET, NCLIS (National Commission on Libraries and Information Science) and LC were also present.

(5) A concept paper detailing a utility to LC interconnection was drafted for review and comment.

The WILCO Newsletter (which replaced the Western Network Newsletter, Numbers 3 and 4, were issued and reported on both this project and the CLR-funded project. These issues are included in Appendix E. A WILCO brochure was issued and is included in Appendix F.

## IV. Future Research

The cost and funding studies project discussed in this report had as one of its goals the collection of cost and throughput data from a variety of different types and sizes of libraries in the West. The impetus for this collection effort was to fill a void of empirical data needed for network planning and development in the West

For this coming year, WILCO has been awarded a USOE grant to develop an ongoing, standardized statistical database system for library planning. The statistical database system will offer a means of gathering, organizing, analyzing and disseminating the kinds of data needed for resource allocation decisions and for comparisons among libraries. The system, based on standardized data element and outcome measures definitions, is intended to (1) provide measures that can be used for comparative purposes within an institution and among institutions and (2) be a working system, with software and a database, which can model alternative outcomes from various resource allocation decisions, the impact of changes in resources on library service, and for all types of manipulations necessary for decision making.

The system will be based on the data file structure and software developed by the National Center for Higher Education Management Systems (NCHEMS) which are used in over 800 post-secondary educational institutions. The system will be designed, demonstrated and evaluated in the West, but will be of value to the entire library community. A national advisory board composed of representatives from national organizations concerned with library statistics will insure technical quality and compatability with on-going data gathering activities (such as HEGIS and LIBGIS).

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APPENDIX A

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## APPENDIX B

## COST AND FUNDING STUDY PUBLICATIONS LIST

## COST AND FUNDING STUDY PUBLICATIONS LIST

| Title | Order Number |
|---|---|
| Survey of Costs in Technical Processing and Interlibrary Loan--Survey Tables and Case Studies Results | 2B129 |
| Survey of Costs in Technical Processing and Interlibrary Loan--Summary | 2B130 |
| Librarian's Handbook for Costing Network Services | 2B134 |
| Costs in Technical Processing and Interlibrary Loan--Data Processing Users Manual | 2B133 |
| Final Report of the Project "Conducting Cost and Funding Studies Concerning Development and Implementation of Western Interstate Bibliographic Network" | 2B132 |
| Economic Issues in the Networking of Library Technical Support Services | 2B131 |

# APPENDIX C

## FINAL SURVEY, BY STATE

FINAL SURVEY -- STATE ANALYSIS

| State | NUMBER OF LIBRARIES IN SAMPLE | | | | | | |
|---|---|---|---|---|---|---|---|
| | Large Academic | Other Academic | Large Public | Other Regional | Other Public | State | TOTAL |
| Alaska | 0 | 1 | 0 | 0 | 0 | 1 | 2 |
| Arizona | 2 | 1 | 1 | 1 | 1 | 1 | 7 |
| California | 5 | 7 | 7 | 0 | 5 | 1 | 25 |
| Colorado | 2 | 1 | 1 | 1 | 1 | 1 | 7 |
| Hawaii | 1 | 0 | 0 | 0 | 0 | 1 | 2 |
| Idaho | 0 | 0 | 0 | 1 | 3 | 1 | 5 |
| Kansas | 0 | 1 | 0 | 0 | 1 | 0 | 2 |
| Montana | 0 | 2 | 0 | 2 | 1 | 1 | 6 |
| Nebraska | 1 | 1 | 0 | 1 | 0 | 1 | 4 |
| Nevada | 0 | 0 | 0 | 1 | 0 | 1 | 2 |
| New Mexico | 0 | 2 | 0 | 0 | 0 | 1 | 3 |
| North Dakota | 0 | 2 | 0 | 0 | 0 | 1 | 3 |
| Oregon | 0 | 3 | 0 | 0 | 2 | 1 | 6 |
| South Dakota | 0 | 0 | 0 | 0 | 3 | 1 | 4 |
| Utah | 2 | 0 | 0 | 0 | 2 | 1 | 5 |
| Washington | 2 | 0 | 2 | 3 | 0 | 1 | 8 |
| Wyoming | 0 | 2 | 0 | 0 | 0 | 0 | 2 |
| Br. Columbia | 1 | 1 | 0 | 0 | 0 | 0 | 2 |
| TOTAL | 16 | 24 | 11 | 10 | 19 | 15 | 95 |

## APPENDIX D

## PARTICIPATING LIBRARIES

## Libraries Reporting by Stratum

### Academic

#### Large

University of Colorado
University of Nebraska
University of Arizona
Arizona State University
University of California, San Diego
University of California, Santa Barbara
Colorado State University
University of Hawaii
University of Washington
University of British Columbia

#### Other

Laramie County Community College, Wyoming
Navajo Community College, Arizona
Linn-Benton Community College, Oregon
American River College, California
Caifornia State College, Dominguez Hill, California
California State University, Sacramento, California
Palomar College, California
San Francisco State University, California
El Paso Community College, Colorado
Montana State University
New Mexico State University, San Juan
Western New Mexico University
Bismark Junior College, North Dakota
Valley City State College, North Dakota
Clatsop Community College, Oregon
Western Wyoming Community College
Butler County Community Junior College, Kansas
College of New Calidonia, British Columbia

### Public

#### Large

Seattle Public Library, Washington
Phoenex Public Library, Arizona
Contra Costa County Library, California
Los Angeles Public Library, California
Riverside Public Library, California
Sacramento City and County Library, California
San Diego Public Library, California
San Francisco City and County Library, California
Santa Clara County Library, California
Denver Public Library, Colorado
King County Library, Washington

Other Regional Libraries

Parmley Billings Public Library, Montana
Washoe County Library, Nevada
Cochise County Public Library, Arizona
Weld County Library, Colorado
Coeur d'Alene Public Library, Idaho
Great Falls Public Library, Montana
Scotts Bluff Public Library, Nebraska
Sno-Isle Regional Library, Washington
North Central Regional Library
Fort Vancouver Regional Library, Washington

Other Public Libraries

Clearwater Memorial Library, Idaho
Santa Clara Public Library, California
St. John's Public Library, Arizona
Oakland Public Library, California
Palm Springs Public Library, California
Salinas Public Library, California
Roseville Public Library, California
Arco Public Library, Idaho
Sheshone-Bannock Library, Idaho
Wichita County Public Library, Kansas
McCone Public Library, Montana
Sheridan County Free Library, Montana
Forrest Grove Public Library, Oregon
Bennet County Library, South Dakota
Deadwood Public Library, South Dakota
Minnehaha County Rural Library, South Dakota
American Fork Public Library, Utah

State Libraries

New Mexico State Library
South Dakota State Library
Arizona State Library
Idaho State Library
Nevada State Library
North Dakota State Library
Oregon State Library
Washington State Library
Montana State Library

# APPENDIX E

## WILCO NEWSLETTERS

# WILCO NEWSLETTER**

Western Interstate Library Coordinating Organization

May 1976 No. 3 ISSN: 0361-9478


WILCO

The WICHE Continuing Education and Library Resources Program has a new name: WILCO -- Western Interstate Library Coordinating Organization. WILCO is the general name for the integrated WICHE program, encompassing continuing education, resource sharing, and library and information science research. WILCO will be used to refer to all program areas of the integrated WICHE Library Program. Thus, WILCO will be used in place of the term "Western Network" that has been used recently in reference to part of the total program (two grant projects - CLR and USOE - currently underway). The new name more clearly reflects the facilitating and coordinating role anticipated for the WICHE program.

WILCO, governed and funded by the Western Council of member state librarians, will provide unmet packaged and customized continuing education needs and a forum for resource sharing and interstate cooperation in the West. It will provide a coordinating role among the existing regional networks, bibliographical centers and computer systems (components) and in continuing education activities.

The functions of WILCO will evolve and change as needs in the West are identified and prioritized. WILCO plans include activities to:

- Provide a region-wide forum for planning and cooperation;
- Provide a formal communication link among major organizations in order to exchange information and keep up to date on new research and development, special projects and specialized resources and expertise;
- Identify specialized expertise in the region and facilitate access to this expertise;
- Gather specialized information, upon request, for WILCO members and disseminate this information to others;
- Provide a clearinghouse for information on available systems and services and their use, cost, availability, etc., as well as continuing education offerings;
- Maintain files on new hardware, technologies, communication systems and continuing education packages, and make this information available to WILCO members;
- Provide a focal point for needs expressed in the region;
- Provide an established mechanism to address problems of and propose solutions for improving resource sharing, continuing education, data collection for planning purposes, and library cost analysis.
- Actively work with the major bibliographic systems to promote coordinated development, "record interchange," terminal interchangeability, common communications protocols; promote system compatability in light of planned developments at the Library of Congress and NCLIS;

** Formerly, Western Network Newsletter

- Study existing components in the West and propose a methodology for meshing the activities that could result in a reasonable, cost-beneficial, effective multi-state system with a broad range of activities;
- Facilitate regional research and development programs to reduce redundant development and identify new areas of research;
- Work out a cost-beneficial strategy for building a regional machine-readable data base; determine the most effective and cost justifiable mix of access to the data (on-line, fiche, etc.);
- Identify computer capabilities and data bases available in the West; help to identify ways of extending these capabilities to libraries in the West;
- Provide a forum to discuss telecommunications requirements and to help standardize communication interfaces, especially in light of emerging distributed mini-computer networks.
- Undertake analytical studies as needed to support continuing education and resource sharing;
- Play a coordinating, facilitating, communicating and experimenting role in the areas of continuing education for library personnel and resource sharing.

WILCO is a unique organization in the West; it gives the region an objective clearinghouse for information and a staff ready to address resource sharing, continuing education and cooperative planning problems and needs that cannot economically or feasibly be done on the local or operating level. For more information on WILCO, please contact Eleanor A. Montague, WILCO Director, WICHE, P. O. Drawer P, Boulder, Colorado 80302 (303) 492-8150.

## MARYANN DUGGAN RETIRES FROM WICHE

Maryann Duggan, WICHE Library Program Director since April 1974, has announced her retirement effective July 15, 1976. Those of you who have had the opportunity to work with Maryann can appreciate how much she will be misssed. She plans to travel, do some writing, and a little consulting. "After working almost without vacation for 31 years, I am looking forward to a slower pace. Besides, I feel confident that we now have in Eleanor Montague, Karl Pearson and Maryann Kevin Brown the best possible staff. This culminates my goals to rebuild the WICHE Library Program and leave it in good hands."

## COST AND FUNDING STUDIES

The Cost and Funding Studies being conducted under the USOE grant entitled, "A Proposal for Conducting Cost and Funding Studies Concerning Development and Implementation of a Western Interstate Bibliographic Network" are well underway. One hundred libraries around the West are cooperating in an analysis of current technical processing costs and interlibrary loan traffic volume and patterns. Twelve of these 100 libraries have been invited and have agreed to participate in an in-depth analysis of technical processing and interlibrary loan costs.

A series of data collection instruments have been developed for the study of current costs and interlibrary loan. These instruments were pre-tested in several libraries in Idaho and are now in use in the sample of 100 libraries and with the 12 case studies. They have been designed to be self-administering (procedures are included for all parts of the forms) and widely useable.

The data collected during the cost studies in the 100 libraries will be released at the conclusion of the grant project in early August. In FY77, WILCO will offer cost analysis services, by arrangement, to libraries and states in the West based on these data collection instruments and the associated analytical computer processing programs.

## PLANNING MEETINGS SET

Consistent with the goals of the CLR-funded network design project, WILCO is sponsoring an invitational meeting of representatives from the computer bibliographic systems (BALLOTS, WLN and OCLC), and the regional bibliographic centers and library networks (CLASS, BCR, PNBC, and the California State Library Union Catalog). The meeting, to be held on June 2 and 3 in Palo Alto, will address future cooperative plans and specific tasks for completing the current CLR project. On June 4, 1976, the CLR project Executive Board will meet, also in Palo Alto.

At the request of the CLR project Executive Board, the WILCO staff has drafted a preliminary statement on goals and tasks to advance interstate, inter-regional library cooperation and resource sharing over the next few years. As a first step, this preliminary statement will be reviewed, discussed and modified by those attending the Palo Alto meetings. As a second step, the resulting revised draft statement will be reviewed by the Western Council, the CLR project Steering Committee, the ARL librarians and other western state librarians. As a third step, the resulting draft statement will be made available for general distribution. Comments on the draft will be welcomed, solicited, and may be addressed to Western Council members or the WILCO staff, so that there can be established a basic foundation for orderly and collaborative development of resource sharing activities in the West.

## USOE/WICHE STAFF DEVELOPMENT INSTITUTE UPDATE

Institute participants from 41 libraries in 12 states are now completing their plans for implementing staff development activities in their library or at the state level. These plans were critiqued by the Institute staff and resource people at two Problem-Solving Clinics during April. A Staff Development Model Book highlighting essential, as well as unique, features of the plans developed during the Institute will be issued by WICHE in July. Participants come from academic, large and small public libraries, state libraries, as well as library schools and state coordinators for school libraries. Thus, the Staff Development Models should have broad applications. For additional information on availability of the Staff Development Model Book, contact Ann Peckham or Sue Middleton at the Boulder WICHE office, (303) 492-7310.

## UNION LIST OF SERIALS FOR MONTANA

As reported earlier, Montana has been conducting an analysis of serial data bases and systems based on a survey done by WILCO. According to Erling Oelz, Project Coordinator, Montana has selected the Minnesota Union List of Serials (MULS) as the contractor for the Montana union list. The first edition, in microfiche, is expected by October 1976.

Thirty collections will be included in the first edition, representing academic, public and special libraries; all types of serials will be represented, including state documents and newspapers. The project, funded in this first phase by LSCA Title I funds, was initiated by the Montana Library Association.

## REMINDER

The following WICHE document is still currently available: A Review of Potential Components for a Western Bibliographic Network (Catalog #28121), April 1976, 70 p. (2nd edition) $2.50. Briefly describes many of the organizations and agencies in the western states that might play a role in the development of networking and improved resource sharing in the West, describes the computer-based bibliographic utilities and some of the data bases available, and discusses telecommunications requirements and services available. Requests should be addressed to Publications Unit, WICHE, P.O. Drawer P, Boulder, Colorado 80302. Please include payment with your request.

## COOPERATION AMONG NATIONAL NETWORK SYSTEMS TOPIC OF LIBRARY OF CONGRESS MEETING

On April 12, the Library of Congress hosted a meeting to "explore the requirements for and possibilities of increased cooperation among the major components of the evolving national system." The Council on Library Resources, Inc., funded the travel costs for the ten invitees, which included representatives from OCLC, WLN, BALLOTS, NELINET, AMIGOS, RLG, University of Chicago, SOLINET, NCLIS, CLR, CCLN, and WILCO.

In anticipation of LC playing a more positive role in network planning at the national level, this was one of a series of meetings with various groups to clarify "the question of the proper relationships among the developing systems and the Library of Congress." Some of the activities suggested as appropriate for LC were:

- centralized input of MARC records;
- provision of machine-readable authority files;
- provision of bibliographic data in various formats (in addition to MARC Communication Format).
- on-line access to bibliographic data bases and authority files;
- monitor and investigate telecommunications requirements;
- conduct studies and do national planning on alternative sites for and optimal number of bibliographic data base locations;
- conduct studies and formulate national policies on system interfaces and interconnection, and record exchange;
- conduct studies on uses of mini-computers in on-line networks;
- clarify and recommend geographic and functional areas of responsibilities for existing networks;
- continue to develop new services; and
- assist existing bibliographic utilities in developing activity plans for the next five to ten years.

The meeting was co-chaired by William J. Welsh, Deputy Librarian of Congress, and Henriette D. Avram, Special Assistant for Network Planning in the Office of the Librarian. We at WILCO are pleased to see the Library of Congress taking this much needed leadership role in national network planning, coordination and operation.

WILCO
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# WILCO NEWSLETTER

Western Interstate Library Coordinating Organization

July 1976 No. 4 ISSN: 0361-9478


*WILCO AWARDED USOE GRANT TO DEVELOP AND DEMONSTRATE A STATISTICAL DATA BASE SYSTEM FOR LIBRARY AND NETWORK PLANNING AND EVALUATION*

WILCO has been awarded $59,000 from the U.S. Office of Education to develop a statistical data base system for library and network planning and evaluation. In addition the project will be supported by $17,728 in matching funds from WILCO member states. The statistical data base system will present a means of gathering, organizing and disseminating the kinds of data needed for resource allocation decisions within a library or a network of libraries. The system is intended as a basis for modeling alternative outcomes from various resource allocation decisions, the impact of changes in resources on library services, etc., and for other types of manipulations necessary for decision-making.

The system will be based on the data file structure and software developed by the National Center for Higher Education Management Systems (NCHEMS) which are used in over 800 post-secondary educational institutions. The system will be designed, demonstrated and evaluated in the West, but will be of value to the entire library community. A national advisory board composed of representatives from national organizations concerned with library statistics will insure technical quality and compatability with on-going data gathering activities (such as HEGIS and LIBGIS).

The activities and products of the project are aimed at making a maximum impact nationally on the collection, processing, and use of library statistics in decision-making for library services.

The results of the work will be a working system for using library statistics, with standardized cost data elements and definitions. User manuals and other tools for operating the system will be published, together with the findings of the study. During the grant period, the system will be demonstrated at different levels of the library community.

*ACCESS TAPES AVAILABLE THROUGH WILCO CONTINUING EDUCATION PROGRAM*

WILCO has purchased a complete set of the ACCESS tapes (16 video tapes and 20 Study Guides). The whole set or individual tapes may be borrowed from WILCO by member states. The borrowed tapes should not be used for reproduction. However, a WILCO member state can purchase the set or individual tapes through WILCO at a 20% discount. For more information, please write or call WILCO, P. O. Drawer P, Boulder, Colorado 80302, (303) 492-7317.

*NEW TELEPHONE NUMBER*

As of July 19, all WILCO staff members can be reached at a new telephone number: (303) 492-7317. For those libraries participating in the Cost and Funding Studies, Maryann Kevin Brown or Anita McHugh can also be reached at (303) 492-8188.



Western Interstate Commission for Higher Education P.O. Drawer P, Boulder, Colorado 80302, (303) 492-7317

Edited by Eleanor A. Montague

*WILCO CE (CONTINUING EDUCATION) PROGRAM*

In addition to resource sharing/networking coordination and library and information science research, a primary WILCO program area is continuing education.

The goals of the WILCO CE program are to:

1) Coordinate CE resources and activities in the West;
2) Assist in the development of need and problem statements at the local, state and regional level;
3) Participate in CE planning and coordination at the regional level with the regional library associations, library schools, etc., and at the national level with CLENE and NCLIS;
4) Provide, in cooperation with CLENE, a clearinghouse (WESTEX - Western Continuing Education Exchange) to coordinate and exchange information on existing CE resources (materials and personnel) in order to:
    - maximize use of existing resources,
    - reduce redundant development,
    - identify areas for new development to meet specialized or common needs;
5) Facilitate access to and delivery of CE materials, services, programs, etc.;
6) Assist in evaluating CE programs, materials, etc. and in making this information available throughout the West;
7) Sponsor or co-sponsor programs, seminars, etc. of interest in the West and undertake or coordinate the development of materials to meet specialized or common needs or problems;
8) Foster the use of a reward system, such as CEUs (Continuing Education Unit), consistent with national plans.

The task at hand is to translate these goals into positive action and more effective and efficient use of CE resources to meet needs in the West.

Several projects are underway:

1) ACCESS tapes are available to member states for borrowing or purchase through WILCO (see separate article in this issue of the WILCO Newsletter).
2) Planning is in process for region-wide seminars in areas of common interest. WILCO will shortly announce the details of a series of "Preservation of Library Materials" seminars. Other seminars addressing areas of common interest or problems will be discussed and planned for the future.
3) WILCO is now an organizational member of CLENE and will work closely with the national organization.
4) WILCO has actively begun to gather information on CE programs, materials, etc. in the West. This is intended as complementary to CLENE's program of information acquisition and coordination. As appropriate, information on western CE resources will be reported to CLENE.

The WILCO CE program is dynamic, as it should be to best serve the CE needs of the West. We welcome your comments, inquirires, ideas -- whatever. Please contact Eleanor Montague at WILCO.

*STAFF DEVELOPMENT INSTITUTE - Model Book and Final Report*

The WICHE/USOE Institute for Training in Staff Development has just completed its year-long program intended to initiate and strengthen staff development capabilities in libraries, systems and agencies in the West. Forty-one librarians from 13 states participated in the Institute. An immediate outcome from the program is expected to be increased staff development efforts in each participant's organization. In the long run, WILCO looks to extending this kind of effort beyond the participants, through dissemination of the models they have developed and by working with each state as it plans for staff development needs.

A major outcome of the Institute is the publication entitled "Staff Development Model Book: Program Designs for Library Personnel" which contains the models developed by Institute participants for use in their home organizations. These models contain a wide variety of approaches which can be reviewed and considered by others interested in staff development. Each model has a brief critique.

The final report of this Institute includes not only narrative and evaluative descriptions of the Institute itself, but also contains, as Appendix C, the Model Book. The final report is being distributed to the joint funding sources -- U.S. Office of Education and members of the WILCO Western Council -- as well as to the Institute participants, their administrators, and others directly involved in the Institute. The Model Book is also available as a separate publication. (See "Publications Available" section of this issue of the WILCO Newsletter for more information.)

*COOPERATIVE NETWORK PLANNING MEETING*

As noted in the previous issue of the Newsletter, planning meetings were held in Palo Alto, California, on June 2-4. The purposes of the meetings were threefold: to review and revise the draft document entitled "Library Networking in the West: The Next Three Years;" to discuss specific future network cooperative activities; and to receive input on project status and future plans from the Steering Committee Executive Board. Participating in the meetings were:

H. Vince Anderson, South Dakota (Executive Board)
Lura Currier, Pacific Northwest Bibliographic Center
Hank Epstein, BALLOTS Center
Gerald Newton, California State Library
Mary Jane Reed, Washington Library Network
Gerald A. Rudolph, University of Nebraska (Executive Board)
H. Paul Schrank, Ohio College Library Center
Donald Simpson, Bibliographical Center for Research
Roderick Swartz, Washington (Executive Board)
Earle Thompson, Pacific Northwest Bibliographic Center (PNBC Brd. Chairman)
David Weber, Stanford University (Executive Board)

Eleanor Montague, WILCO
Karl M. Pearson, Jr. WILCO

The document "Library Networking in the West: The Next Three Years," as revised during the three-day meeting, plus proposal plans for future cooperative activities, will be discussed by the Steering Committee on July 17 in Chicago, and by a meeting of western bibliographic system, center and network directors, also in Chicago.

*STEERING COMMITTEE MEETING*

The final meeting of the Steering Committee for the grant entitled "Initiating the Design and Development of a Western Interstate Bibliographic Network" (CLR 614) will be held on July 17 in the Wabash Parlor of the Palmer House in Chicago. The Steering Committee will be discussing general project status, WILCO status, the USOE Cost and Funding Studies, the draft planning document entitled "Library Networking in the West: The Next Three Years," and potential future cooperative activities. Invited to join the Steering Committee are the WILCO Western Council of State Librarians, other western state librarians, western ARL directors, and representatives from bibliographic centers, networks and systems.

*PUBLICATIONS AVAILABLE*

The following WILCO publications are available at cost from the WICHE Publications Unit, P. O. Drawer P, Boulder, Colorado 80302. Please include payment with your order.

- Staff Development Model Book: Program Designs for Library Personnel (Catalog #2B122). June 1976, 131 p. $2.50
- Final Report of the WICHE/USOE Institute for Training in Staff Development, June 1975 - June 1976 (Catalog #2B123). 235 p. $5.00
- WILCO Technical Processing and Interlibrary Loan Cost Data Collection Instruments (Catalog #2B124). June 1976 $5.00

NOTE: The WILCO Users Manual for Cost Data Collection in Technical Processing and Interlibrary Loan describing the computer programs used to manipulate, summarize and format the cost data for output will be available for sale by the end of August.

*WICHE HAS A NEW EXECUTIVE DIRECTOR*

Dr. Phillip Sirotkin, formerly Executive Vice President, State University of New York at Albany, has replaced Dr. Robert Kroepsch as WICHE Executive Director. Although Dr. Sirotkin comes from New York, he is quite familiar with WICHE. In fact, he is a former WICHE staffer. He served in the late 1950's under Dr. Harold Enarson and was a major force in the creation of the Mental Health Council.

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Western Interstate Library Coordinating Organization

# WILCO newsletter

September 1976 No. 5 ISSN: 0361-9478

*NETWORK PLANNING DOCUMENT AVAILABLE*

WILCO is making available for general distribution and comment the fifth draft of Library Networking in the West: The Next Three Years. The document, originally prepared by WILCO staff, has been extensively reviewed and revised by representatives from bibliographic utilities, service centers, state library agencies, academic and public libraries and others in the library and information science profession.

The document discusses goals for networking in the West (in the context of national library network planning) that can guide resource-sharing activities during the next three years, including a strategy, tasks and responsibilities for each. The document is not a task list for WILCO or any single organization. It is a guide to which western librarians can contribute and commit as we all move forward in making cooperation more effective in the West and the country. Over the next several months, work can be started on each task. If you would like a copy (at no charge) contact: Mary Haenselman, Project Secretary, WILCO, PO Drawer P, Boulder, CO 80302, (303) 492-7317.

This network-planning document must be dynamic in order to continually take into account national network planning, technological advancements and comments from librarians and information scientists. WILCO welcomes your comments and reactions and will issue new drafts as required. Please send your comments to Eleanor Montague or Karl Pearson at the above address.

*MEETING AT LC*

On August 9, 1976, the Library of Congress and the Council of Library Resources hosted the second meeting of network representatives to discuss National Library Network planning and the role of the Library of Congress. Henriette Avram chaired the meeting, called to gather comments on the next steps in network design and to discuss activities and projects that are already underway at the Library of Congress, the National Commission, the Federal Library Committee and in the West.

The group agreed to meet again on December 2 and 3, 1976, at the Library of Congress, to discuss a draft paper on the objectives, functions, and policy and technical considerations for the National Library Network. Mrs. Avram appointed a four-man task force to draft this discussion paper. Task force members are Larry Livingston (Chairman), Eleanor Montague, Roderick Swartz, and James Govan.

*MORE INFORMATION ON ACCESS*

WILCO, as part of its continuing education program (see article on WESTEX in this Newsletter) occasionally purchases expensive continuing education programs and makes them available for borrowing. As we announced in the last Newsletter, WILCO has purchased a set of ACCESS tapes. The following description, abstracted from the ACCESS Study Guide, should give you a better idea of the scope and purpose of ACCESS.



Western Interstate Commission for Higher Education • P.O. Drawer P. Boulder, Colorado 80302 • (303) 492-7317

Edited by Eleanor Montague

There are sixteen videotapes in the ACCESS series, designed to share some of the procedures, ideas and common problems that librarians working in small towns face. Designed as continuing education for staffs of public libraries in rural communities of the Rocky Mountain states, the ACCESS series attempts to better equalize library service to citizens of the Rocky Mountain region by upgrading the skills and reducing the professional isolation of librarians in small communities. The ACCESS series is not designed to be viewed in any particular sequence, nor is it designed as part of any existing library education curriculum. Each tape stands alone as a treatment of one library issue or topic.

Twenty-Minute Documentary Tapes

- Community Resource Files
- Determining the Library User's Need
- Oral History (what is involved in undertaking an oral history project)
- Preschool Story Programs
- Public Relations
- Publicity
- Science Questions Sometimes are Issue Questions
- Services for the Blind and Physically Handicapped
- Services to Elementary-Age Children
- State Libraries: Materials, Manpower, Money
- Vertical File
- Volunteers in the Library

Forty-Minute Panel Discussion

- Assessing Community Needs
- Censorship
- School Library/Public Library Cooperation
- Where the Library Dollars Are (ways a small library can supplement its regular operating budget)

Any library in a WILCO member state may borrow ACCESS tapes free of charge. Libraries in non-member states may borrow tapes, as available, for $10.00 per tape per use. According to our arrangements with the ACCESS producers, users may not duplicate these tapes. However, WILCO can obtain a discount on the individual tape price of $260 or the series price of $3,800.

For more information, or to borrow a tape, contact Mary Haenselman at the WILCO office.

*WESTERN COUNCIL MEETING*

The WILCO Western Council will hold its fall meeting on October 25 and 26, 1976, at the Portland, Oregon Sheraton (Airport). The Council will discuss networking activities, WESTEX, new services and plans for future activities, and new grant proposals.

*WICHE INTERNS*

WILCO is fortunate to have three WICHE interns working on special projects: Scott Gassler, Bernice McKibben, and Phillip Rose. The intern program is run by the Resources Development Intern Program (RDIP) at WICHE. Based on the profile supplied by the employer, RDIP locates candidates for the 12-week internship. The cost to the employer is $1800.

If your library or organization has special projects that could be undertaken by a WICHE intern, we urge you to contact Robert Hullinghorst, Director, Resources Development Intern Program, WICHE, PO Drawer P, Boulder, CO 80302. Scott Gassler is doing research on the "Economics of Library Networks," Phillip Rose's project is "Resources for Correctional Institutions," and Bernice McKibben is preparing a paper on "Satellite Telecast of Continuing Education for Librarians." In addition, other WICHE interns have worked with libraries to develop special services to industry, to plan a mobile community service, to evaluate a telefacimile system, and to prepare a local historical survey.

*WILCO LAUNCHES WESTEX*

## What is WESTEX?

WESTEX is the Western Continuing Education (CE) Information Exchange and Network coordinated by WILCO (Western Interstate Library Coordinating Organization). The purpose of WESTEX is to provide a centralized place in the West where continuing education planners can come when they need assistance to (a) locate current and complete information on continuing education resources (courses, programs, seminars, etc. and personnel), (b) evaluate the effectiveness and impact of continuing education resources, and (c) utilize existing resources or develop new ones.

By sharing information on programs and their impact on those who have experienced them, our goal is to reduce redundant or irrelevant development and improve the quality of continuing education. By having a continuing staff resource at WESTEX, our goal is to save time for those responsible for continuing education programs at the state, local or regional level in any type of library, media, or information center.

## WESTEX Services and Products

WESTEX provides a variety of services and products:

1. A calendar of upcoming events. The purpose of the calendar is to make sure that people are aware of programs that may interest them. Events will be reported in the WILCO Newsletter. On demand inquiries will be answered by telephone or by mail.

2. Assistance in locating specific CE resources. WESTEX will search available files to locate programs or people that meet specified needs.

3. Impact and evaluation reports. Upon request, WESTEX will contact previous users of CE programs and prepare a summary evaluation based on those contacts. This service provides information to CE planners to help them decide whether they can use an already developed program.

4. Delivery of CE programs. Upon request, WESTEX will (a) help facilitate the transfer of existing CE programs; (b) on a contract basis, develop or subcontract for development, CE programs to meet specific needs; and (c) purchase expensive CE packages of general interest and make these available to member states.

5. CE programs of general interest. WESTEX will sponsor workshops, seminars, and so on, on subjects of general interest, on a cost recovery basis. The recent "Conservation of Library Materials" seminars exemplify this service. WILCO welcomes ideas, comments, and suggestions.

WESTEX maintains or has access to current files on:

- upcoming CE events (a calendar of one-time or regularly scheduled programs, etc.)
- CE offerings (programs, workshops, seminars, self-instruction aids, courses and so on for library, information and media personnel. The emphasis is on programs that can be transferred or run several times.)
- CE experts and resource people.

## WESTEX Relationship to CLENE

CLENE is the Continuing Library Education Network and Exchange, a national organization with headquarters at Catholic University, Washington, D.C. WESTEX is a regional coordinating organization designed to funnel information from the West into CLENE and to provide a continuing staff resource and information center for CE planners in the West. WESTEX does not intend to duplicate data or services of CLENE.

## How to Get Services and Products from WESTEX

Any CE planner in a WILCO member state may request information, services and products by writing or phoning:

WILCO
P.O. Drawer P
Boulder, CO 80302

Telephone: (303) 492-7317
492-8188

If a search of the CLENE data base is authorized, WESTEX will bill the requester at the CLENE search rate (to be announced shortly).

## How to Get Information Into WESTEX (and CLENE)

The effectiveness of WESTEX (and CLENE) depends on up-to-date information on continuing education courses and programs for library, information and media specialists and lay leaders. To standardize this reporting system and reduce redundant reporting, WESTEX encourages the use of the data collection forms for programs and personnel developed by CLENE. Copies are available from WESTEX. WESTEX will forward all data to CLENE for addition to the CLENE files on programs and resource people.

## For More Information on WESTEX

If you want more information, or if you have comments on WESTEX, please contact Eleanor A. Montague, Director, WILCO, Western Interstate Commission on Higher Education, P.O. Drawer P, Boulder, CO 80302, (303) 492-7317 or 492-8188.

Western Interstate Library Coordinating Organization — WILCO

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APPENDIX F

WILCO BROCHURE

## WILCO CONTINUING EDUCATION PROGRAM

**WILCO** seeks to improve library services in the West through a coordinated ongoing program of continuing education for library personnel (and involved lay leaders) at all levels and in all types of libraries and information centers.

**WILCO**'s objectives are to coordinate and relate the continuing education offerings from states, professional associations, library schools, networks, and others to the continuing education needs in the West, and to facilitate the delivery or development of continuing education resources.

The continuing education goals of **WILCO** are to:

- Coordinate continuing education resources (programs and personnel) and activities in the region
- Assist in the development and implementation of local, state, and regional continuing education plans.
- Operate, in cooperation with **CLENE**, a clearinghouse (**WESTEX**-Western Continuing Education Exchange) to gather and exchange information on continuing education resources
- Facilitate access to and delivery of continuing education materials and evaluations
- Sponsor or co-sponsor courses, seminars, workshops, etc. that meet western continuing education needs
- Undertake or coordinate the development of new materials
- Relate, as a member of **CLENE**, regional activities to national developments
- Create an awareness of the need for continuing education



## BENEFITS OF WILCO

**WILCO** is an innovative multistate library program that takes full advantage of the diverse human and institutional resources of its participants and adds the benefits of WICHE's accumulated multiprogram experience and know-how in order to ensure continued improvement in the delivery of library services in the West.

Benefits to member states and the region include:

1. A strong voice in regional and national network planning via the **WILCO** forum.
2. An ongoing, objective, full-time staff available for consulting and devoted to facilitating resource sharing and continuing education.
3. Assistance in assessing state and multistate library needs and plans.
4. An information exchange and clearinghouse for resource sharing and networking.
5. Research in resource sharing, networking, and continuing education.
6. A voice in regional and national telecommunications planning.

For more information, contact:
Eleanor Montague, Director
Western Interstate Library Coordinating Organization
**WICHE**
P.O. Drawer P
Boulder, CO. 80302
(303) 492-7317

**September 1976**

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# Western Interstate Library Coordinating Organization

Western Interstate Commission for Higher Education
P.O. Drawer P, Boulder, Colorado 80302 • (303) 492-7317

## WILCO STRUCTURE

**WILCO** (Western Interstate Library Coordinating Organization) operates under the direction of the Western Council of State Librarians from the member states. Helen Miller, Idaho, chairs the Western Council, and Roderick Swartz, Washington, is Vice-Chairperson through June 1977.

The Western Council ratifies **WILCO** policies, approves the budget, evaluates program performance, and initiates new programs. Directors of resource libraries, computer-based bibliographic utilities, service centers, regional networks, and other library leaders in the West are invited to participate in setting **WILCO** objectives and guiding staff activities.

Currently, the states of Alaska, Arizona, California, Idaho, Montana, Nevada, Oregon, South Dakota and Washington are **WILCO** members.

**WILCO** is one of more than 50 programs at WICHE (The Western Interstate Commission for Higher Education), with offices at WICHE headquarters in Boulder, Colorado. The library program began at WICHE in 1968 in response to continuing education needs in the West. Other WICHE programs are in the areas of student exchange, student internships, minority education, higher education management systems, nursing, and mental health.

WICHE is the instrument of an interstate compact among the 13 western states and is governed by a Commission of 39 persons, 3 appointed by the governor of each of the 13 WICHE states. WICHE's Executive Director is Phillip Sirotkin.

## WILCO FUNDING

The core budget for **WILCO** is funded by membership fees from state library agencies that are **WILCO** members. Additional funds for specific activities and research come from grants and contracts.

## WILCO STAFF

The **WILCO** staff includes:

Eleanor Montague, Director
Karl M. Pearson, Jr., Technical Coordinator
Maryann Kevin Brown, Cost and Funding Analyst
Anita L. McHugh, Staff Assistant
Mary Haenselman, Secretary



## WHAT IS WILCO?

**WILCO** is a unique *forum* for library leaders in the West to catalyze and coordinate *multistate* programs in:

Continuing Education,
Resource Sharing,
Networking and
Library and Information Science Research

Building on the strengths of state-based library systems and other organizations, **WILCO** promotes mutual understanding and focuses the energy, money, and talents of western librarians on cooperative and innovative activities for improving library services to all citizens in the western states.

**WILCO** retains a small staff to provide, on a continuing basis:

- Coordination of western library interests and activities with other regional and national developments
- Coordination of state and regional development to make more effective and efficient use of library resources
- An information exchange and clearinghouse for resource sharing and networking
- **WESTEX**—Western Continuing Education Exchange to coordinate and exchange information on continuing education resources
- Delivery and development of continuing education resources
- Assessment of state and multistate library needs
- Long-range planning to meet future library needs
- Consulting by arrangement with member states on special projects
- Research in resource sharing, networking, and continuing education
- Assistance in library cost analysis.

**WILCO** activities are reported in the **WILCO** Newsletter, published ten to twelve times annually, and in special reports, published occasionally and available through WICHE.

## WILCO FORUM FOR RESOURCE SHARING AND NETWORKING

**WILCO**, operating under the sponsorship of the Western Council of State Librarians, provides a catalytic forum and a continuing staff resource to foster multi-state, cooperative library resource sharing and networking efforts, consistent with national directions.

For member states and the region, **WILCO**

- Provides a regionwide mechanism to address problems of and propose solutions for more effective resource sharing and networking.
- Provides a formal link among major organizations in order to exchange information and reduce redundant development
- Concentrates energy, money, and talents on cooperative and innovative activities
- Acts as a clearinghouse for information on available systems and services and their use, cost, availability, and installation
- Facilitates regional research and development programs and identifies new areas for research
- Identifies computer capabilities and data bases available in the West, and helps to identify ways of extending these capabilities to libraries in the West.

Through the **WILCO** forum, library leaders in the West have defined resource-sharing goals in the document: *Library Networking in the West: The Next Three Years.*

## WILCO RESEARCH PROJECTS

Each year, **WILCO** undertakes various research projects that are consistent with basic program, state, and regional goals.

For example, **WILCO** has been awarded a grant for 1976/77 from the Office of Education to "Develop and Demonstrate a Statistical Data Base System for Library and Network Planning and Evaluation." This plan will use the **NCHEMS** (National Center for Higher Education Management Systems at WICHE) data base structure and software. The project will have a national advisory committee to ensure compatibility with existing statistics systems. The result will be a working system with well-defined cost data elements to assist library managers in decision making.

Currently, **WILCO** is completing two other special projects. One is entitled "Design and Development of a Western Interstate Bibliographic Network," funded by the Council on Library Resources, and the other is entitled "Cost and Funding Studies Concerning Development and Implementation of a Western Interstate Bibliographic Network," and is funded by the Office of Education.